

Fort McHenry NMHS and Hampton NHS  
FY2007 Annual State of the Parks

## **Introduction**

This summary covers the highlights of fiscal year 2007 (October 1, 2006 to September 30, 2007) for Fort McHenry National Monument and Historic Shrine and Hampton National Historic Site, two units of the national park system that are co-managed.

Fort McHenry is known as the Birthplace of the National Anthem. *“O say can you see, by the dawn’s early light,”* a large red, white and blue banner? *“Whose broad stripes and bright stars . . . were so gallantly streaming!”* over the star-shaped Fort McHenry during the Battle of Baltimore, September 13-14, 1814. The valiant defense of the fort by 1,000 dedicated Americans inspired Francis Scott Key to write “The Star-Spangled Banner.” Today, many scholars note that the concept of American identity originated in Baltimore with two the country’s most potent symbols – the flag and the anthem.

Hampton National Historic Site tells the story of people -- enslaved African Americans, indentured servants, industrial and agricultural workers, and owners. It is also the story of the economic and moral changes that made this kind of life obsolete. When it was finished in 1790, Hampton was the largest house in the United States. Set among beautifully landscaped grounds and gardens, it remains a showplace today.

FY 2007 was a year of tremendous accomplishment, from designing a new Visitor Center for Fort McHenry, to completing the most complicated construction project in Hampton’s history as a unit of the NPS.

### **A New Education/Administration Center for Fort McHenry**

Design work for a long-awaited new Education and Administration Center for Fort McHenry was approved in FY2007. With assistance from Denver Service Center, the park hired GWWO, Inc. Architects to design of the new facility, as the fiscal year began. GWWO is based in Baltimore, has an extensive history with the NPS and an award-winning record of designs for Visitor and Education Centers including the new facilities at Mount Vernon. GWWO subcontracted with Haley Sharpe for exhibit design – which will be done in tandem with the building design. Haley Sharpe is also an internationally recognized firm, having recently completed the new exhibits for Jamestown’s 400<sup>th</sup>.

Through the year, the park hosted several work sessions involving staff, partners, and contractors. Value Analysis of conceptual design was completed in February, and preferred designs for the building, interpretive approach, and mechanical systems were selected. A contemporary building scheme conceptually derived from the flag’s movement and fort architecture was chosen, as well as, geothermal HVAC, and an immersive integrated theater/exhibit treatment. Representatives from the City of Baltimore, State of Maryland, SHPO, and Friends of Fort McHenry participated, and then these preferred concepts were also formally shared with the Friends of Fort McHenry

board and the Regional Director and senior NER staff. The response was tremendously positive from all!

On June 18-20, Park Superintendent, Gay Vietzke, traveled with John Gregg of GWWO and Joe Crystal from DSC to Las Vegas to attend the NPS Development Advisory Board meetings. The Board approved the Schematic Design for the new Education /Administration Center, with the recommendation that we pursue Gold level LEED certification for the building.

By the end of the year, we'd awarded the final design and construction document contracts.

### **Hampton Mansion Rehabilitation is Exceptionally Successful**

This project demonstrates the incredible balance necessary to insure exceptional preservation of a historic building while using the best possible systems for both the historic structure and museum collections and demonstrating a commitment to sustainable technology. This project installed new temperature and humidity control, fire suppression and detection, upgrading of the Mansion's electrical subsystem and security system, and improvements to the building envelope (the resealing of doors and windows, restoration millwork, painting, and plastering). All of this state-of-the-art technology was installed in the 1790 Mansion, considered by many to be one of the finest extent examples of high Georgian architecture in the nation. The complexity of installing these systems in such a structure, while ensuring the greatest sensitivity to historic fabric, design aesthetic, and visitor experience was simply tremendous. The project was done with such care that modern intrusions in the historic period rooms were minimized and the basement and third floor were maximized for necessary impacts. Not only will the systems accomplish the project's stated goals, but we believe the systems are exemplary of sustainable practices and represent leadership in energy efficiency and application.

The first half of 2007 was consumed with executing the HVAC and Fire Detection/Suppression Contract. In order to award a successful contract, the NPS staff assumed much of the responsibility for preparing the structure, cutting all the required holes, site work, project coordination, etc. Park staff removed two plaster ceilings and extensive early 20<sup>th</sup> century copper piping from a defunct radiant heat system.

Hampton staff then prepared an extensive plan outlining the sequence tasks necessary to install and/or reinstall historic finishes, collections storage, and historic furnished room exhibits. After plastering was completed, painting and scaffolding contracts were let and collections items began to be moved back in. Eight different coordinated moving phases insured that collections were protected and professionally installed in the mansion. In addition to period rooms on exhibit before the mansion closed, the new Drawing Room, Guest Room, Northeast Bedchamber, Kitchen and North Portico rooms premiered to the public at the November 30<sup>th</sup> Opening!

Rehabilitation of the East Terrace, a segment of the Hampton Garden Rehabilitation also began with removal of non-historic vegetation. More to come on the gardens in 2008!

For his tremendous leadership during this project, Facility Manager, Greg McGuire, was awarded the NER's Appleman-Judd-Lewis Award for outstanding cultural resource stewardship through Facility Maintenance. Greg's recognition is illustrative of the overall craftsmanship demonstrated by the park's preservation crew on this project.

## **ADMINISTRATION**

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### **1812-Related Legislation and Congressional Relations**

In FY2007, FOMC staff had regular and active contact with staff from both Senator Cardin and Congressman John Sarbanes' office regarding the re-introduction of the legislation of the designation of the Star-Spangled Banner National Historic Trail and the designation of the Star-Spangled Banner and War of 1812 Bicentennial Commission. NPS Office of Legislative Affairs also worked closely with the MD Delegation's offices to craft language in the new Bills for the 110<sup>th</sup> Congress. Moreover, the park received correspondence from many organizations and interested parties and stakeholders who are interested in these initiatives. We are working to proactively coordinate celebration planning and dovetail with the Baltimore City and State of Maryland activities, anticipating additional federal planning when these bills pass.

At Congressman Sarbanes invitation, Gay Vietzke and staff attended the U. S. House of Representatives hearing held by the House Committee on Natural Resources and Parks to hear testimony on the justification for the designation of the Star-Spangled Banner National Historic Trail.

Additionally, in July 2007, U.S. Congressman Dutch Ruppersberger (Maryland 2<sup>nd</sup> District) held a press conference at Fort McHenry to announce legislation creating a commemorative coin to celebrate the Bicentennial of the National Anthem and the War of 1812 in 2012-2014. This is another of many initiatives we can expect as bicentennial planning gets underway in earnest. We're down to five years and counting!

Staff from FOMC also coordinated and participated in the bi-annual International Bicentennial of the War of 1812 Meetings via teleconference call on March 20 and September 18. Interested parties called into the meeting from Louisiana, Michigan, DC, Maryland, Ontario, and New York.

### **Budget**

FOMC's ONPS authorization was \$1,821,000.

5 one-year projects at \$132,980.

\$419,012.12 in collected fee revenue.

\$18,242 in donations and \$23,071.07 in concession franchise fees. Additionally,

\$220,000 donated by City and State towards Visitor Center match.

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\$15,475.57 in housing income.

HAMP's ONPS authorization was \$997,000.

12 one-year projects at \$631,354.

\$54,087.75 in donations.

\$5147.60 in housing income.

## **Personnel**

Perhaps the most significant achievement this fiscal year was the completion of a new integrated park staffing organization. The parks now have one fully integrated management team, comprised of the Superintendent (Vietzke), Management Assistant (Coughlan), Chief of Maintenance (McGuire), Admin Officer (Schwartz), Chief of Interpretation (Vaise), Chief of Resource Management, and Senior Law Enforcement Officer. These two last positions will be advertised and filled in 2008. This organization grew out of the Core Operations process and the park's business plan.

## **Concessions**

Evelyn Hill introduced a hot dog cart at Fort McHenry in July of 2007. Although we did not have a full summer of data, sales seem to indicate a true need is being served, and that the cart is the right option for light snacks at the Fort. After significant consultation with the NER staff, it was decided to extend the FOMC concessions contract for an additional year, gather more information on the new food service program, and advertise a cooperating association opportunity in FY2008.

## **MAINTENANCE AND FACILITY MANAGEMENT**

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Fort McHenry and Hampton were the first parks in the Service to undergo the third cycle of Environmental Audits. There were no #1 level issues noted and feedback from the consultants was very positive about the park's commitment to the EMS.

The NER Maintenance Office assisted both parks with the first phase of the Park Asset Management Plan (PAMP) by spending three days at the park and generating priorities and an initial workplan. Phase two was completed in November 2007 and implementation planning is scheduled for January 2008. We are taking this initiative very seriously and hope to be a model for other small parks in the region.

In late Fall 2006, park staff met with Andrew Lewis from the Maryland State Historic Preservation Office to conduct the Annual Section 106 Compliance Briefing for both parks. All the current, completed and planned projects for 2006/2007 for both parks were reviewed and discussed. Both parks enjoy a terrific consultation relationship with the SHPO. Compliance is a real strength at FOMC/HAMP that we plan to sustain.

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## RESOURCES STEWARDSHIP

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In FY2007, a complete fire detection/suppression system was installed in the Fort McHenry Civil War Powder Magazine. The primary collections storage building for Fort McHenry's museum collection and supplemental storage for Hampton NHS, the building is now fully protected.

Harpers Ferry Center's conservation staff returned the rare 1841 silk Mexican War era flag to Fort McHenry following a year-long conservation treatment project. The flag has been cleaned, mounted and framed for exhibition.

Working with the National Aquarium in Baltimore, Fort McHenry continued to provide stewardship to the 10-acre wetland adjacent to the park. The park hosted four quarterly volunteer "clean-up" days to engage the community in the care of this small but precious ecosystem. In just one of these days, the Park removed over 120 yards of debris from the tidal areas. By September's National Public Lands, one hundred-fifty volunteers from the local community and two area colleges worked with staff and National Aquarium staff to complete historic preservation and natural resource projects at Fort McHenry and in the adjacent wetlands. Volunteers were treated to breakfast and lunch provided by Wal-Mart and Unilever. The park received a six thousand dollar donation from the corporations to support environmental stewardship. The park also continues to support educational programming in the wetlands, connecting Baltimore's students to the ecology of the Chesapeake Bay and larger global environmental issues.

In the summer of 2007, Rolf Kat from Conservation Center for Art and Historic Artifacts (CCAHA) of Philadelphia completed an assessment of the highest priority archival documents. The parks were then able to award a contract for conservation treatment of priority archival items from both collections. Work will commence in FY2008. this summer.

Storms during 2007 caused severe damage to two significant trees at Hampton. As a result, the Maryland State Champion Pecan tree, the largest of its species in the State, required removal to eliminate a hazardous threat to park assets and visitor safety. However, in an effort to make lemonade from lemons, a local craftsman will use the downed tree to turn wood bowls and bird houses for the park's museum shop.

Maintenance staff completed planting of twenty-four trees donated by the Maryland Department of Natural Resources TREE-MENDOUS Maryland Program. The 6-12' tall trees, a mixture of native species, replaced missing specimens in the cultural landscapes at both parks. In addition, Manor View Farms Nursery donated two 15' tall magnolia trees that were installed at Hampton to enhance the visitor parking area.

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Historic Architect Mark Wenger conducted field work to provide a Historic Structures Report on Hampton Mansion. The study took advantage of the opening of areas of the mansion for installation of HVAC and fire suppression systems. A complete draft is expected in 2008.

For his tremendous leadership during the restoration of the commemorative Cherry and Crabapple Groves at Fort McHenry, Horticulturist, Paul Bitzel, was awarded the NER's Appleman-Judd-Lewis Award for outstanding cultural resource stewardship from a cultural resource professional.

## INTERPRETATION AND EDUCATION

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Fort McHenry had 570,000 visitors in FY2007. Staff participated in an unprecedented number (25) of special programs during fiscal year 2007. These programs had an average attendance of 1,000 visitors per event. Utilization of volunteers and changing work schedules of paid staff kept overhead costs to a minimum. Fort McHenry volunteers contributed **28,600 hours** to the park in FY '07. In addition to such large-scale programs, interpretive staff provided on average, 60 formal programs per month and added 30 off-site talks in the course of the year.

Hampton National Historic Site hosted 53,000 visitors and saw a dramatic increase in programming in FY 07. Ten additional special events were added to the calendar. Volunteers were utilized not only to help run the program, but to promote the events as well. As a result of their efforts, Hampton VIP hours totaled 10,500 – interpretation hours tripled!

The following list highlights some of the most significant events!

Oct. 14 – Baltimore Marathon. Once again the Baltimore Marathon route included Fort McHenry NM&HS. Known as the “Star-Spangled Mile” – **over 12,000 runners** followed the route around the perimeter of the park. Fort McHenry and Hampton staff made up a Ranger Relay team in the marathon. The team placed in the top 50% of all runners in the race!

The Star-Spangled Banner Yuletide Free Candlelight Tours (FOMC) were quite successful on Saturday, December 16. We gave 13 tours with 411 people attending. Over 30 park VIPs were involved in the program, both visitor service and living history!

On November 30, December 1 and 2 the Baltimore Symphony hosted over 1,200 participants in “Home for the Holidays”, a tour in the Hampton neighborhood. The BSO publicized the park and almost all of the tour participants visited the farmhouse. Park staff prepared a site bulletin and decorated and interpreted the farmhouse for a mid 19<sup>th</sup> century yuletide.

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On December 2 and 3, HAMP held its Yuletide Open House at the farm in lieu of the traditional event in the mansion. Over 1,050 visitors participated in a variety of events, including African-American holiday storytelling, programs on Yuletide with the Ridgely family, open hearth cooking, and workshops on creating Victorian Greeting Cards, Pomander Balls, and Toy Wool Sheep.

On January 17, park staff and the Fort McHenry Guard participated in the Maryland Governor's inaugural parade in downtown Annapolis. A photo of the staff in green and grey, representing NPS parks from Maryland was posted on Inside NPS. Approximately 20 participants in the parade came from Fort McHenry, Hampton, Assateague and Antietam. Newspapers reported that this was the largest, most well attended inaugural parade in Maryland history.

Hampton had a tremendous success with the April 13<sup>th</sup> symposium– “Confronting Slavery: Scholarship and Interpretation in the 21<sup>st</sup> Century. This was a partnership project with Goucher College, the Maryland Humanities Council, the Maryland Office of Tourism, Historic Hampton Inc, and the National Underground Railroad Network to Freedom. The event began with the opening of new exhibits in the slave quarters on Thursday, April 12, hosted by the park and Historic Hampton, Inc. Over 100 participants toured the farm and the slave quarters, open to the public for the first time. Requests for registration for the symposium exceeded the capacity of the lecture hall (225) at Goucher College – we had standing room only. Dr. Lonnie Bunch provided the keynote and then scholars from all over the east presented papers and directed dialogue. Feedback was incredible and we now plan to make this an annual event.

Civil War Weekend, April 22 and 23 at both parks: During the course of the weekend over 4,000 visitors came to Fort McHenry to watch cannon-firing demonstrations, drills, fife and drum music and talks on the fort's use during the Civil War. A special Saturday program at Hampton titled, “Hampton during the Civil War” was well attended and additional visitors came to the Sunday afternoon concert by the Second South Carolina String Band.

May 22 – FOMC Park Rangers hosted the American Flag Foundation to sponsor the annual Living American Flag. Approximately 3,700 school children and chaperones attended. This is one of the four largest programs held in the park annually.

FOMC Park staff worked with Baltimore City Department of Education to host a special teachers' workshop for annual “Young Defenders” program. Thirty teachers were in attendance and topics included African-Americans in the War of 1812, overview of the War and curriculum development.

June 8 – Francis Scott Key Buoy Drop – Superintendent Vietzke and the Fort McHenry Guard accompanied 65 U.S. Coast Guard members and 7 guest military officers from foreign nations, to place the Francis Scott Key Buoy in the Patapsco River. Park staff provided an interpretive program and tactical analysis for the guest military personnel.

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June 9 – U.S. Navy Tattoo Ceremony – Fort McHenry Guard and guest units of the U.S. Navy performed an evening ceremony for an estimated 450 visitors. Ranger Paul Plamann, 40-year veteran of the National Park Service – all at Fort McHenry, was recognized as Honorary Colonel for the evening.

June 14 – Fort McHenry hosted annual Flag Day celebration. Military bands, a parade of flags, U.S. Air Force Fly-Over and firework show made this a special evening – approximately **5,000 visitors** were in attendance.

June 16 – Juneteenth event at Fort McHenry. The program highlighted the freeing of the last slaves in the U.S. Various vignettes focused on the contribution of African-Americans in the Battle of Baltimore, Civil War and history of the fort. Approximately 400 visitors were in attendance.

June 30 – Special Hampton Parade, Fife and Drum Weekend at the Fort, and evening tattoo ceremony with the U.S. Air Force. This was a 14-hour day for Rangers and participants. Almost **1,000 visitors** attended the evening tattoo ceremony honoring Maryland Adjutant General Bruce F. Tuxill. Special performance by the Chesapeake Concert Band involved the debut of “The Fort McHenry March” with the original composer present to hear her piece played at the place that inspired it.

July 4 – Special July 4<sup>th</sup> program. Visitation was very high – over 3,000 people. Fort McHenry Guard marched in Federal Hill parade and conducted 6 interpretive programs at the Fort. Activities included cannon firing, fife and drum concerts, public reading of the Declaration of Independence and flag talks.

July 13 – Fort McHenry Guard served as color guard for the Orioles Baseball game. Over 25,000 fans watched the Guard perform at Camden Yards.

July 29 – US Marine Corps Tattoo Ceremony. In spite of the threat of rain, over 1,000 visitors attended to watch the Marines and Fort McHenry Guard perform. Courtney Wilson, Director of the Baltimore and Ohio Railroad Museum, was honored at this event.

2007 Celebrations of the Battle for Baltimore and Star-Spangled Banner: On September 2<sup>nd</sup>, the Fort McHenry Guard living history unit participated in an off-site program in Dundalk, Maryland. The program commemorated the British land attack on Baltimore in 1814. Volunteers conducted 5 programs for an estimated 5,500 visitors. This important local event was held in conjunction with the Dundalk/Patapsco Neck Historical Society.

Fort McHenry Staff and living history Guard volunteers held the “Young Defenders” program on Friday, September 7th. This curriculum-based education program was offered to over 900 inner-city school-children from Baltimore. Partners who provided education stations were Maryland Historical Society, Pride of Baltimore II Inc, and War of 1812 living history units from across the U.S.



Following the education program, staff and volunteers participated in the annual Defenders' Day Parade through the City of Baltimore. A 20-minute interpretive program was given at the Inner Harbor before an estimated 500 people. The march continued through Locust Point (neighborhood outside the fort) with the sidewalks lined with local residents.

September 8 & 9: Fort McHenry commemorated its flagship event, *The Star-Spangled Banner Weekend*. Approximately 120 living history volunteers and park staff participated in ongoing musket and artillery programs, children's activities, camp demonstrations and talks on the Star-Spangled Banner flag. Guest authors gave short lectures about their books. The hallmark on Saturday evening involved a band concert, historic music, musket firing tactical, symbolic ship-to-shore "bombardment" and fireworks show. An estimated 15,000 visitors came to the park over the entire weekend. The event was covered by 5 television stations, 8 radio stations and over a dozen newspapers.

During the Saturday evening program, Maryland Governor Martin O'Malley, signed an Executive Order creating a Maryland War of 1812 Bicentennial Commission. It is expected that Fort McHenry will have a prominent role in the State's planning and celebration.

On Monday, September 24<sup>th</sup>, FOMC hosted a naturalization ceremony in the star fort. Thirteen candidates were naturalized and six additional naturalized citizens were honored for their military service. There were approximately 150 visitors and family members of candidates on hand for the 2-hour ceremony. NPS staff provided interpretation of the site, color guard detail and logistics.

To recognize the incredible expansion of programming at Hampton, while continuing excellent service at Fort McHenry, Chief of Interpretation, Vince Vaise was named the NER's Freeman Tilden Award winner for 2007.

## **PARTNERSHIPS**

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### **Hampton Partnership with Historic Hampton, Inc.**

At the beginning of the year, Robert Brown was officially elected Chairperson of Historic Hampton, Inc. – Hampton's primary friends group and cooperating association.

HAMP staff traveled with HHI representatives to meet with the managers of the Valley Forge interpretive shop. Among the goals of the trip were increased understanding of the role and parameters of a cooperating association shop and to get ideas for marketing. In addition to issues of vendor relationships, inventory, profit margins, and dealing with poor sales items, the group discussed the non-profit status requirements and product

review. This was part of a year-long effort to reconstitute the retail offerings at Hampton before the mansion reopening in November 2007.

Park staff participated in a joint NPS/Historic Hampton, Inc. retreat on February 22<sup>nd</sup>. Participants recapped 2006's achievements, set goals for 2007, and discussed the re-opening plans for the Hampton mansion. We are making a concerted effort to coordinate strategic priorities and work more closely for mutual success.

On Friday, September 28<sup>th</sup>, Historic Hampton, Inc., and park staff welcomed over 175 guests to the "Ball in the Hall," a party celebrating the completion of the architectural work on the inside of Hampton mansion. The event was a once in a lifetime opportunity to celebrate in the Mansion before the museum collection were reinstalled. Many guests wore 19<sup>th</sup> century period clothes, danced the minuet, and kicked-off the run-up to the public re-opening.

The partnership with HHI seems to be flourishing and is headed in a very positive direction.

### **Friends of Fort McHenry Partnership**

On February 15<sup>th</sup>, the Friends of Fort McHenry hosted their annual "Bull and Oyster Roast" Fundraiser at Cross Street Market. Over 200 attended – a very successful evening.

Thursday, September 6<sup>th</sup>, the Friends of Fort McHenry hosted their first "Fort Night" and Francis Scott Key Awards at the park. 150 people gathered to honor Senators Paul Sarbanes and Barbara Mikulski. Additionally, the design for the new Fort McHenry Education and Administration Center was publicly unveiled. The design was favorably reviewed by the Baltimore Sun's and AIArchitect's critics. This was, by far, the group's most successful fundraiser in years, bringing in around \$30,000.

The partnership with Living Classrooms/Friends of Fort McHenry remains complicated and pretty static. There remains an inherent conflict of interest in the organizational structure of the group, one that was exacerbated by the departure of the Friends Director, John Kellett during the summer of 2007. FY2008 will be a year to work on this issue more directly, and try to move this group in a more directed and proactive manner.

## **SUPPORT FOR REGIONAL and NPS PRIORITIES**

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### **Core Ops**

FOMC/HAMP remains an example of how the Core Operations and Business Planning initiative can have a positive effect on parks. In addition to implementing the new

organization, a number of efficiencies have been realized, including consolidating offices, removing quarters from a historic building at FOMC, consolidating travel and payroll administration, internal training, etc.

Gay Vietzke co-facilitated Core Ops workshops for SAMA/SAIR and ASIS in FY2007.

### **Centennial Challenge**

Gay Vietzke spent March 22 and 23 in Philadelphia as part of the region's Centennial Challenge Incident Command Team reviewing over 300 project submittals for the national effort. Moreover, Hampton is poised to benefit greatly, should the Centennial become a reality. In addition to "flexible base funding," Hampton also has a wonderful partnership project on the approved list of potential match projects.

### **Regional Leadership**

Superintendent Gay Vietzke is chairperson of the Mason-Dixon Subcluster and regularly participated in regional meetings and cluster/subcluster coordination. She participated in the regional "Rightsizing" meeting in Ocean City, MD, April 30 to May 2' and will serve on the newly formed Superintendents' Council.

Facility Manager, Greg McGuire, chairs the regional Maintenance Advisory Group, and has been a champion for maintenance and preservation training, mentoring a candidate in the national Facility Management training program.

Chief of Interpretation, Vince Vaise, has been appointed to the Interpretation Advisory Group and is particularly interested in regional education initiatives.

### **Supporting our Colleagues**

FOMC staff continues to help with the on-going planning efforts for the John Smith Trail project. We have provided assistance on the Charter document and Programmatic Agreement for the Comprehensive Management Plan for this Trail, correspondence with all commission members and compliance team membership. All the work being done on this effort helps FOMC staff to understand what will be needed if the Star-Spangled Banner Trail legislation is passed in the future.

Rangers Brian Richardson, Ben Kreshtool and Rick Apfel assisted the National Mall rangers with President Ford's funeral detail on January 1st.